

HOW TO GET WHAT YOU WANT IN DIFFICULT CONVERSATIONS

Getting off to a Successful Start



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Founders of Psychological Associates

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**Leaders
Aren't Born.
They're Made.**

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Day 1
Using Psychological Associates' Q4 Division of Behavior, participants learn how to recognize types of behaviors in themselves and others's a common goal.
Participants then learn the interpersonal skills necessary to successfully address a real-life challenge they are likely to encounter. Other models, like our Five-Star Follower, are introduced to provide a "road map" to success.

Day 2
With a new perspective regarding their leadership practices, participants now practice and role-play a real-life scenario in a safe environment. With each practice, they receive immediate feedback and coaching.
Role-play is captured on video; participants are then observed by others, including nonverbal cues like facial expression, gestures, and tone, to consistently rate these role plays as the most effective.

Day 3
In a series of role-plays, participants are assigned to be either a leader or a team member. This provides an opportunity for team members to share their own experiences regarding leadership development.
Finally, participants leave the workshop with a clear understanding of how they can apply what they've learned to their own work environment.

WHAT IS MEANT BY “OPENING”? IMPORTANCE?

- Lays the foundation
- Poor opening can derail
- You only get one chance

WHEN IS A GOOD OPENING CRITICAL?

Less Important for:

- Low stakes interactions
- Transmitting news
- Asking a question
- Idle chatter

More Important for:

- Problem-solving
- Conflict resolution
- Goal-setting, planning
- Coaching

ACTIVITY

1. Think of an upcoming conversation where a good opening would be useful.
2. Jot some quick thoughts of what you'd say to open the conversation.

Case Scenario



UPCOMING CONVERSATION SCENARIO

You lead a task force to come up with cost-cutting recommendations to present to the operating committee.

You are concerned that Keith, one of the committee members, is having a negative effect on the group.

You want to talk to him and see if you can get him to act like more of a team player.

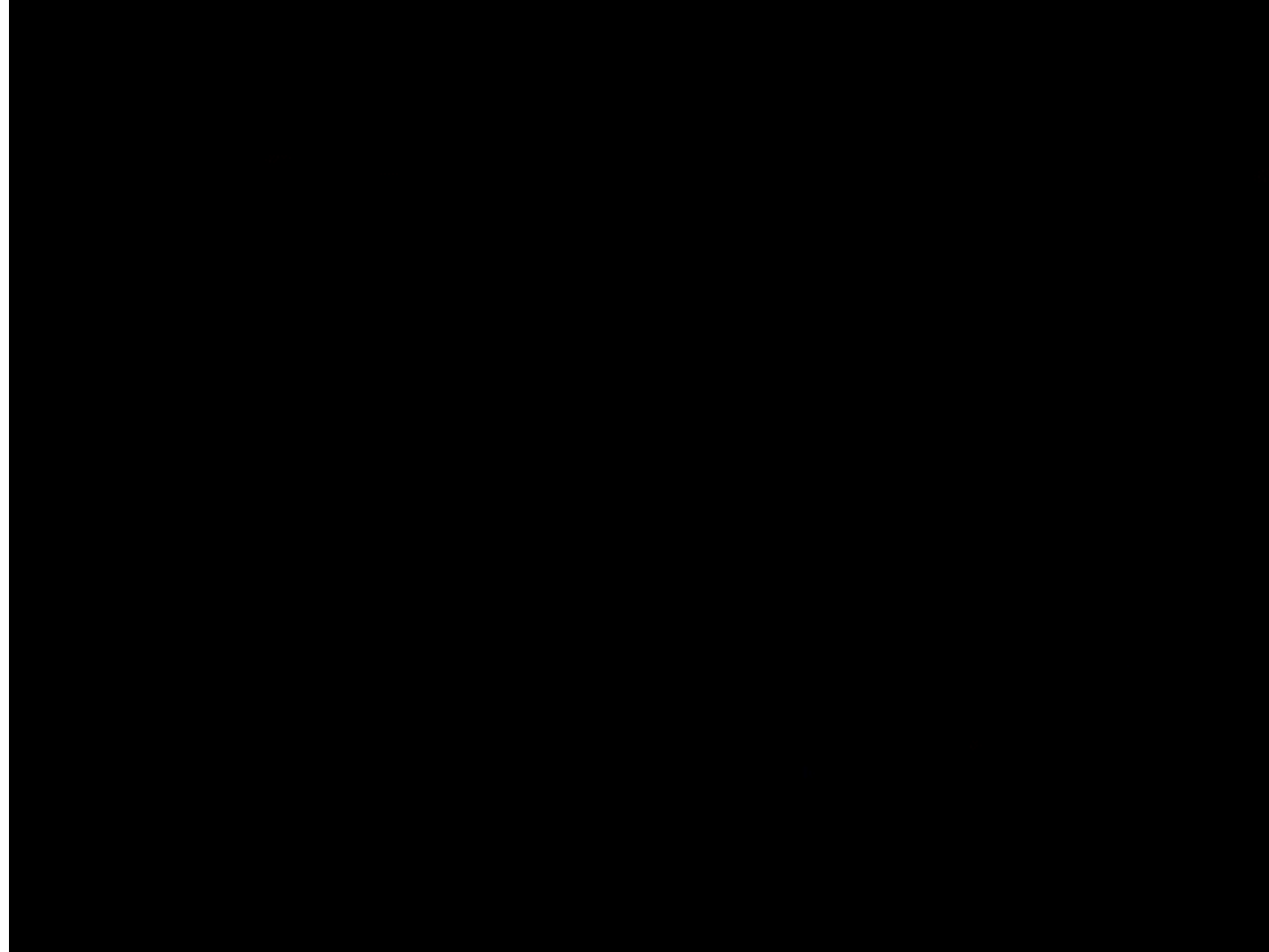
Keith has more experience at the company than anyone on the team.

However, he...

- pushes his ideas
- doesn't listen well to others
- criticizes people who disagree with him
- intimidates other team members

As a result, others withhold their ideas, and the team is not synergistic.

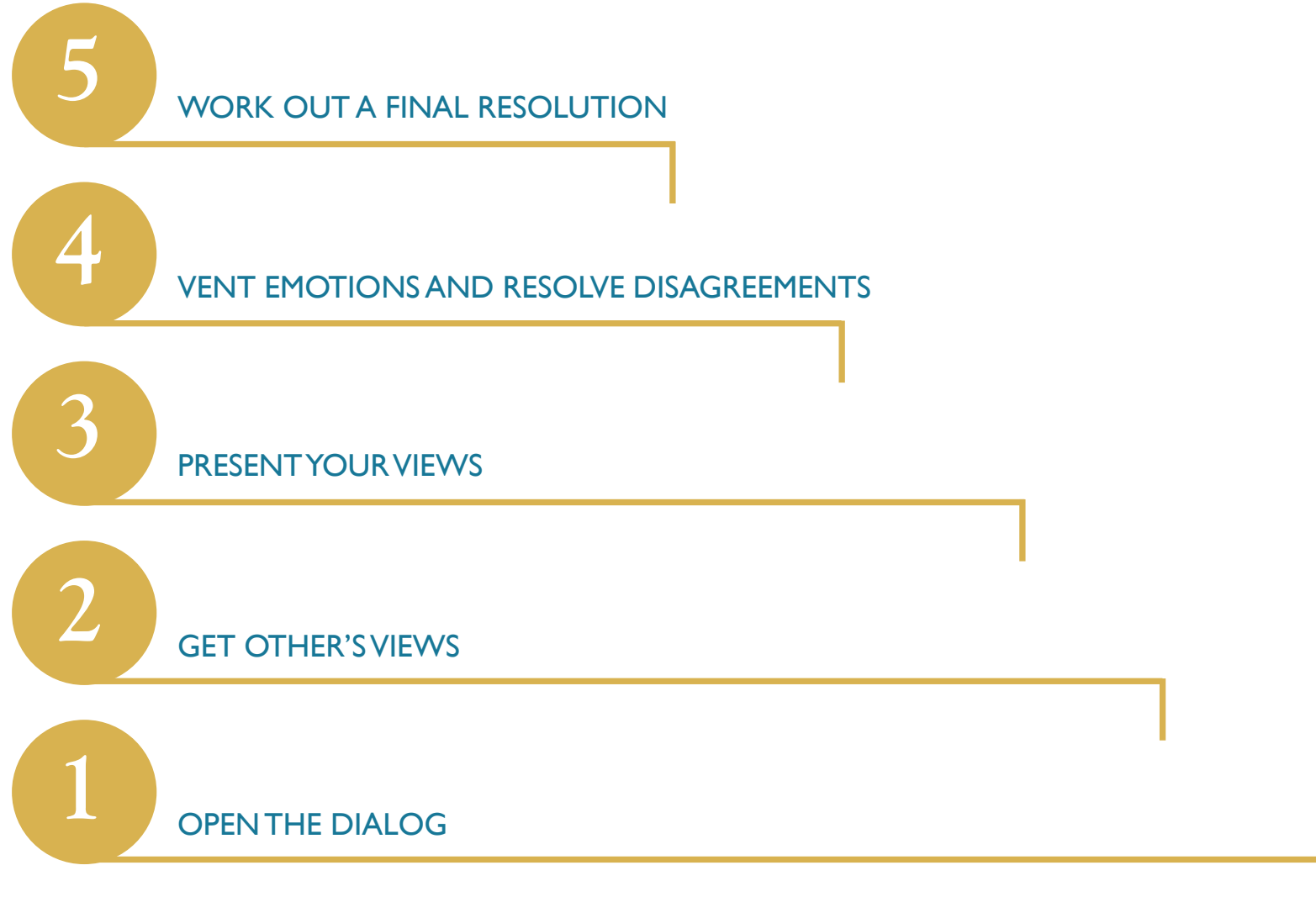
VIDEO DEMO



YOUR ANALYSIS

- How effective was Ron's opening on a scale 1-5?
- What was ineffective about Ron's opening?

THE FIVE-STEP FORMAT™



STEP 1: FOUR KEY ELEMENTS OF AN EFFECTIVE OPENING

1. Be appropriately sociable
2. State the purpose of the meeting
3. State a benefit for the other person
4. Check willingness to proceed



I. “APPROPRIATE SOCIABILITY”

Is it the same for everyone?

- “All Business”
- “Chatty Cathy”

Effective leaders ***tailor*** their approach to the individual.

WHY BE SOCIABLE AT ALL?

Why not get right down to business?

Sociability:

- Eases the transition
- Establishes rapport

Lack of sociability:

- Seen as abrupt/rude



2. STATE THE PURPOSE OF THE MEETING

- Succinct
- Important
- Not accusatory



The Goal: a productive, give and take discussion.

FIRST PERSON STATEMENTS

Use “I” instead of “you.”

1. Describe the other person’s behavior.
2. Describe your feelings about—or reaction to—the behavior.
3. Describe adverse consequences of the behavior.
4. Ask for their help in resolving the issue.

FIRST PERSON STATEMENTS

Instead of:

1. “Your department is getting its reports out late.”
2. “You let me down.”

Try:

“I’m worried about your department running behind on its reports. I’m afraid it’s going to cause delivery problems. What can we do to solve this?”

“We set a quota. I’m disappointed that we are behind, because I gave it to 2 department heads & they based their forecasts on it. How can we get things back on track?”

3. STATE A BENEFIT TO THEM

Why do this?

- Raises receptivity
- Increases motivation
- Address *their* needs – not yours

CRAFTING A GOOD BENEFIT STATEMENT

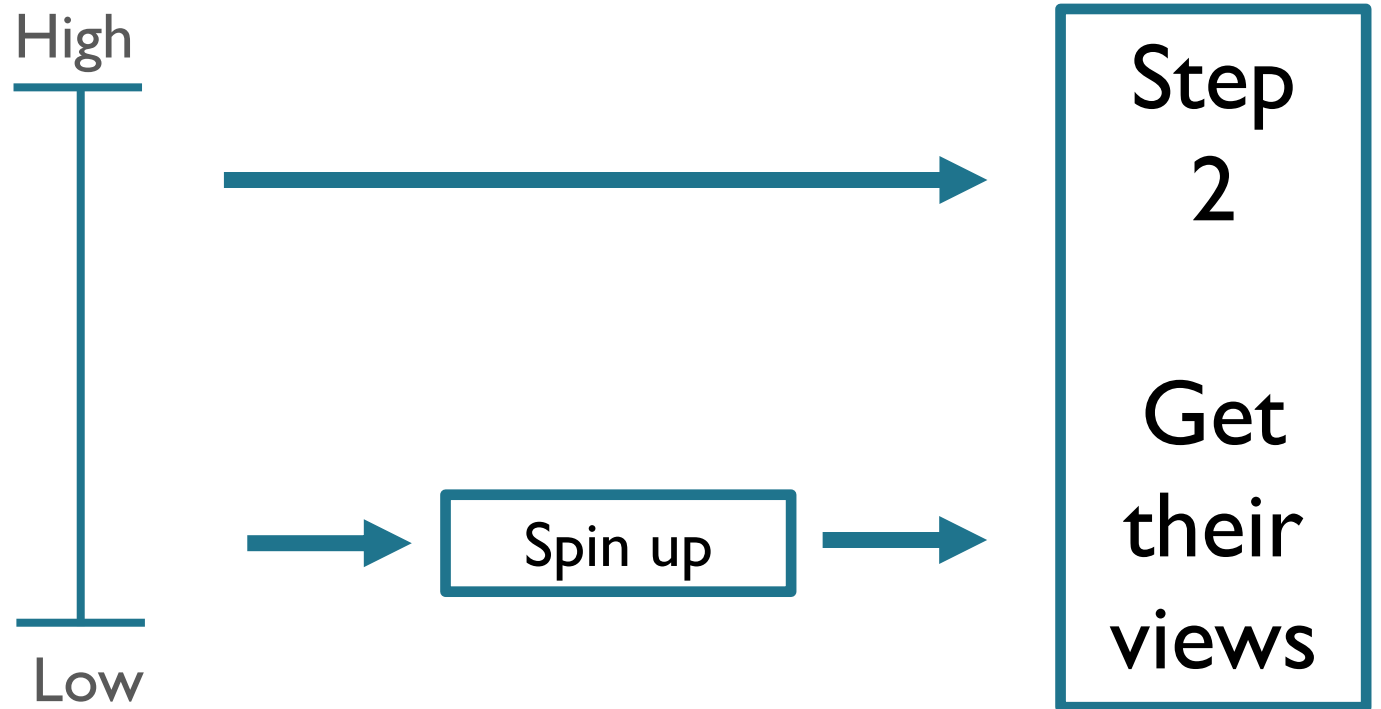
“Here’s an opportunity to put a lot of your ideas to work. You’ll have plenty of freedom to do things your way.”

“Once the software is up and running, management is sure to be impressed by the fact that your years of experience have really paid off.”

“You’ll have to work with a large group of people from inside the company, as well as outside consultants.”

4. CHECK WILLINGNESS TO PROCEED

Receptivity



HOW TO ASSESS RECEPTIVITY?

High Receptivity

- Willing to proceed
- Engaged
- Asks questions
- Open minded

Low Receptivity

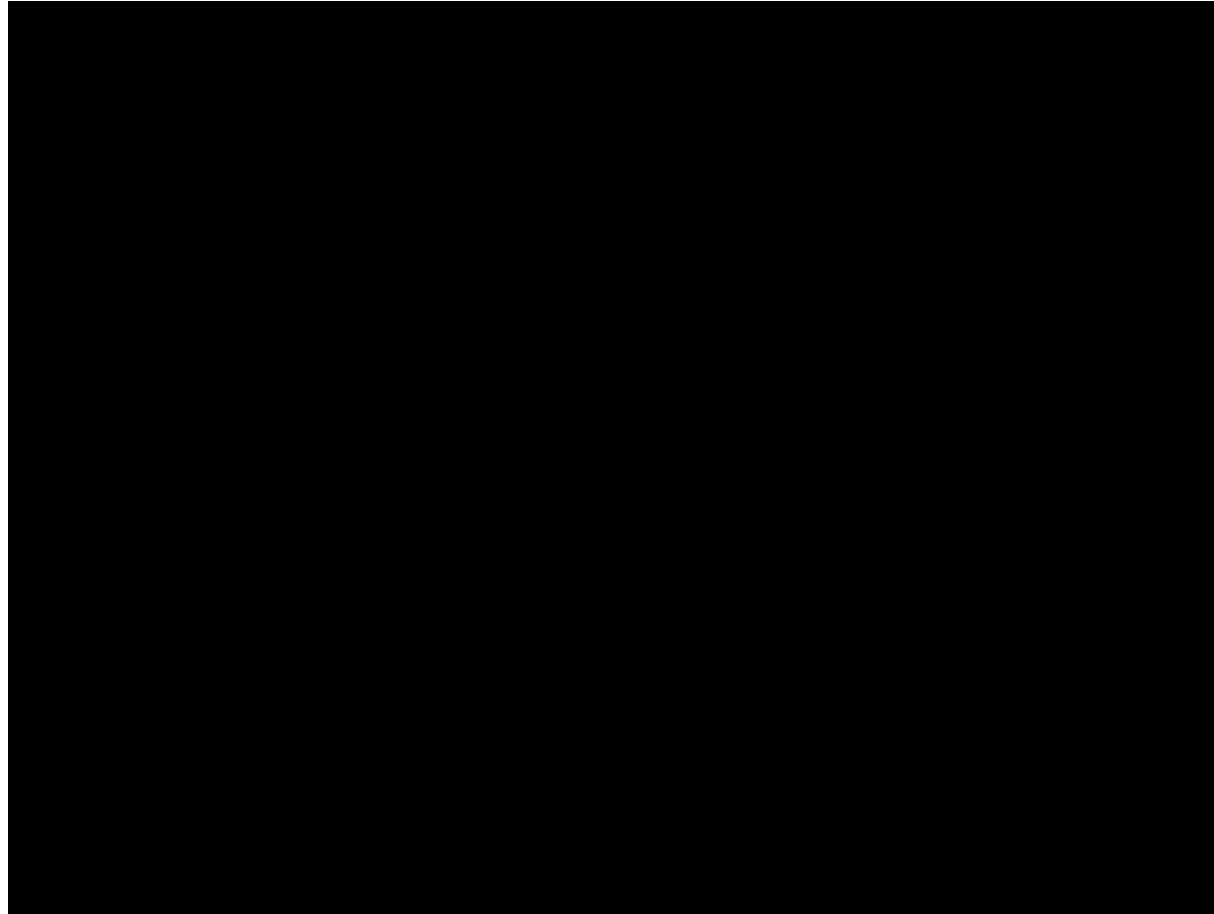
- Wants to get things over with quickly
- Not listening
- Flat assertions
- Negative emotions

HOW TO SPIN UP RECEPTIVITY

1. Probe
2. Address concerns
3. Check willingness to proceed



VIDEO DEMO #2



ACTIVITY

Your Opening Statement

Update the opening for your own conversation based on what you've learned today.



ACTIVITY

Your Opening Statement

What changes did you make?

What did you learn?



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FEEDBACK SHOULD BE A DIALOGUE, NOT A MONOLOGUE



When it comes to developing an action plan, contributions from both sides (managers and direct reports) increase the likelihood of success. [Read more.](#)

4 REASONS YOU NEED AN EXECUTIVE COACH



There are countless reasons to engage an executive coach. We chose four of our favorites (with some serious ROI) to get you started. [Read more.](#)

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THANK YOU

Please feel free to contact
me with any questions

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